



TELECOM ARGENTINA

BETTER PROJECT MANAGEMENT AND COMMUNICATIONS – WITH SAP® SOLUTION MANAGER

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Alejandro Gozzo Bisso, Project Director,
Telecom Argentina S.A.

QUICK FACTS

Company

- Name: Telecom Argentina S.A.
- Location: Buenos Aires, Argentina
- Industry: Telecommunications
- Products and services: Fixed-line cell phone and Internet services
- Revenue: US\$2.4 billion
- Employees: Approximately 15,000
- Web site: www.telecom.com.ar (Spanish only)
- Implementation partner: IBM, with the support of SAP® Consulting

Challenges and Opportunities

- Replace heterogeneous software with a single, integrated solution
- Deploy a structured implementation approach

Objectives

- Implement SAP R/3® Enterprise software (functionality now found in the SAP ERP application)
- Manage the implementation as efficiently as possible
- Create a single repository for all project- and process-related information
- Provide transparency into software modifications after go-live

SAP Solutions and Services

- SAP R/3 Enterprise software
- SAP Solution Manager application management solution
- SAP Education organization

Implementation Highlights

- Supplied expert project-management support from SAP Consulting
- Included training from SAP Education for the entire project team

- Organized all tasks and responsibilities effectively
- Dedicated full-time team to define a common approach for the project methodology using SAP Solution Manager
- Communicated training and ongoing support to the whole team

Why SAP

- Tried-and-tested enterprise resource planning (ERP) software for adapting rapidly to new requirements
- Proven tools, including ASAP methodology, for a step-by-step approach to implementation
- Experience and expertise of SAP Consulting in large-scale projects

Benefits

- Business-driven software that meets future needs
- Excellent support in project management
- Improved communications thanks to service-desk functionality
- Thorough documentation for accelerated testing and reporting
- Central repository for all information – for easier access and maintenance
- More straightforward compliance with regulations such as the Sarbanes-Oxley Act

Existing Environment

- Third-party ERP software
- Other legacy solutions

Third-Party Integration

- Database: Oracle
- Hardware: Hewlett-Packard
- Operating system: UNIX

TELECOM



Telecom Argentina S.A. is a large company by anyone's standards – with around 15,000 staff and 10 million customers. So when it came to implementing new enterprise resource planning (ERP) software, the telco decided to team up with IBM and SAP® Consulting. Together they introduced the SAP Solution Manager application management solution – optimizing the coordination of project participants and tasks and significantly improving documentation and communications.

Headquartered in Buenos Aires and with revenues of around US\$2.4 billion in 2006, Telecom Argentina is one of the two largest telecommunications players in the Argentine market – offering a broad portfolio of fixed-line cell phone and Internet services. The company was one of the first in the region to deploy SAP Solution Manager and to reap its business benefits.

Shaping Up for the Future with SAP ERP

Not so long ago, Telecom Argentina was grappling with a complex array of legacy solutions. In late 2005 the company recognized it was time for a sweeping change: it decided to replace its heterogeneous environment with a single, integrated application – SAP R/3® Enterprise software (functionality now found in the SAP ERP application). This delivered process standardization, greater efficiency, and greater adaptability. It also brought the company in line with the IT strategy of Telecom Italia, an established SAP customer and owner of 50% of Telecom Argentina's shares.

The project kicked off in February 2006, with go-live slated for January of the following year. It involved stakeholders at sites the length and breadth of the country, as well as a wide range of activities. So one thing was clear: meeting the defined goals within the defined time frame was not going to be easy.

One Powerful Tool for the Entire Life Cycle

Telecom Argentina needed a structured, proven approach to introducing the new software. The answer was SAP Solution Manager, a central platform for managing SAP software across the entire life cycle – from planning and implementation to customization and optimization. "SAP filled us in on the tool early in the sales process," says Alejandro Gozzo Bisso, project director at Telecom Argentina. "We particularly liked the ASAP methodology, which gave us a step-by-step approach to implementation. What's more," continues Gozzo Bisso, "we can use SAP Solution Manager in collaboration with any consulting partner – so we have flexibility in the future."

The Perfect Partner

In close cooperation with prime contractor IBM, Telecom Argentina worked together with SAP Consulting on the deployment of SAP Solution Manager. "SAP Consulting proved the ideal partner for the task," explains Guillermo Said, application technology manager at Telecom Argentina. "And not just because of their SAP Solution Manager expertise. We knew we could count on them to install the product with the correct configurations and aligned with SAP software strategies."

In addition to expert advice and assistance from SAP Consulting, Telecom Argentina received high-quality training from the SAP Education organization. Several workshops, developed by the SAP Solution Manager team, were provided to all customer key users, IT consultants, and partner consultants to establish a common understanding of the usage of SAP Solution Manager for each individual phase. These workshops were part of the on-going support during the project.

SAP Experts Keep the Project on Track

Coordinating the sizeable team, with participants drawn from a number of companies, was a major challenge. "We had around 250 people working in diverse roles – so it was essential to manage activities and responsibilities as effectively as possible," explains Gozzo Bisso. "SAP Solution Manager helped organize the work using the defined methodology."



“Each phase of the project was documented and all information stored in a single repository – making it easier to access and maintain. As a result, we were able to efficiently manage and prioritize tasks such as testing and reporting and reduce the time needed to complete them.”

Guillermo Said, Application Technology Manager, Telecom Argentina S.A.

“SAP Consulting had a pivotal supporting role in the management of the project,” Gozzo Bisso continues. “They worked closely with IBM and our in-house project team to coordinate consultants – and played an active part in project-team meetings.”

Big Savings

Working hand in hand with SAP Consulting, Telecom Argentina put SAP Solution Manager through its paces – with positive results. “Each phase of the project was documented and all information stored in a single repository – making it easier to access and maintain,” states Said. “As a result, we were able to efficiently manage and prioritize tasks such as testing and

“Any questions were entered into the tool and automatically forwarded to the right person – so any issues could be resolved immediately. More than 5,000 messages were exchanged over the course of the project – without SAP Solution Manager the figure would have been much higher. We made big savings in time and resources.”

Great Expectations, Great Results

Telecom’s SAP software went live, as scheduled, in January 2007. Within the scope of the initiative, the company also introduced the data warehousing functionality of the SAP NetWeaver® Business Intelligence and SAP NetWeaver Portal components. As a result, the telco now enjoys greater

Total Transparency

Since go-live Telecom Argentina has continued to reap the benefits of SAP Solution Manager. For example, change request management functionality (ChaRM) has given the telecommunications giant 360-degree visibility into software modifications – based on a clearly defined process, with complete documentation.

“The change request management functionalities of SAP Solution Manager have helped us establish a controlled environment where all modifications are reviewed and approved,” explains Gozzo Bisso. “The whole process is transparent. And that means we can comply more easily with legislation such as Sarbanes-Oxley.”

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reporting and reduce the time needed to complete them. And employees joining the project at a later stage found the information they needed more quickly.”

But that’s not all. The tool also enabled Telecom Argentina to streamline internal communications between team members. “We took advantage of the service-desk functionality of SAP Solution Manager to significantly cut the number of e-mails going back and forth,” explains Said.

integration, greater transparency, and greater agility – and is prepared for the challenges of the future.

Gozzo Bisso has no doubts that SAP Solution Manager played a major part in the success of the implementation: “SAP Solution Manager was a key factor in the project and met all our expectations, both in terms of timing and the quality of services delivered. Our people were quick to realize the value of the tool – and have really bought into it.”

Just the Beginning

Telecom Argentina is now deploying the tool in other projects while supporting continuing production using the change request management functionality. “At the moment, we are leveraging SAP Solution Manager to define and document processes within SAP NetWeaver Portal, and this will provide more user-friendly access to our ERP software,” says Gozzo Bisso. “We’re also using it to add new ERP functionality – for example, for human capital management, foreign trade, and real-estate management.”



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